



Second Edition

Introduction *to* Business Organisation

A BOOK OF READINGS

Edited by

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Chapter 18

Organisation Entry And Staffing Process

by

Adeyeye J.O., Ph.D, Jaiyeoba F.I. and Tugbobo N. O.

Introduction

Business organizations are social systems deliberately created and structured to achieve certain objectives. Paramount among these objectives are the production and marketing of certain goods and services at desired profit. Business organizations are open systems since they continuously make use of certain mix of resources in order to achieve their objectives. Of these resources or inputs, manpower is considered to be the most valuable asset given its unique ability to make use of the value of other resources. Human resources supply the organization with their skill, talent, creativity and drive which, to a large extent, determine the productivity and profitability of any business.

Given the strategic importance of the human resource for the survival and profitability of any organization, it is important that considerable attention be paid to the processes of acquiring this resource and introducing it into the organization. Organization entry, therefore, is used in this paper to describe the entire process and the series of activities involved in bringing in new members into an organization.

Recruitment, Selection and Placement

A right man on the right job is the desire of any enlightened management. However, in recent times, problem of the "sons" and "daughters" of the soil, personal influences and management arbitrariness are coming in the way of genuine recruitment, selection and placement process. For genuine utilization of man and woman power, a rigorous and vigorous recruitment, selection and placement policy would go a long way in placing the right man on the right job. There is little awareness

shown by public undertaking regarding recruitment, selection and placement. Data are being collected by researchers and concerned individuals and they point out how elegant recruitment and selection policies have been tainted by awkward personal influences. It should however, be remembered that a virtuous and holistic recruitment and selection procedure would eliminate the concept of garbage in and garbage out.

Organization: In order to remain competitive and buoyant, must overhaul its recruitment, selection and placement policies.

What is Recruitment?

According to Oxford Advanced Learner's Dictionary, recruitment is the process of finding new people to join a company.

Recruitment is a process to discover the sources of manpower to meet the requirements of staffing schedule and to employ effective measures for attracting that manpower in adequate number to facilitate effective selection of an efficient working force. (Yoder, Turnbull and Stone, 1968).

Recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization. It is often termed positive in that it stimulates people to apply for jobs to increase the hiring ratio, that is, the number of applicants for a job.

Recruitment is a systematic and organized procedure whereby potential employees are obtained for selection and placement in the organization.

The Recruitment Processes and Steps.

A number of factors interact to influence how an organization goes about staffing itself. Paramount among these is its corporate plan, around which all other things in the organization revolve, particularly its manpower plan. The manpower plan normally sets out the action steps, which need to be taken in addressing the discrepancy identified in the course of a systematic analysis of the demand and supply of human resources which an organization requires to meet its corporate objectives over a given period of time.

The approach adopted in undertaking a recruitment exercise would differ depending on whether the recruitment exercise is designed to replace someone that has just resigned or undertaking in anticipation of an expansion objective of an

organization. For example, if it is for a replacement purpose, documents like job description and job specification will be available and the organization would have known the worth of the job. The creation of a new job, on the other hand, might call for an analysis of the job, a job evaluation exercise, the development of job description and job specification. All these are necessary in order to be able to define the job properly, fit it into the existing job grading scheme and reward it appropriately.

The first major step in the recruitment process is the development of a **job description** for the position to be filled. Doing this would require an analysis of the job. The purpose of job analysis is to gather as much information as possible about a job. This includes the extent to which the job deals with data, tools, money, machines and people. This information can be collected by observing the job holders in action and interviewing them and their immediate supervisors. It can also be collected with the use of a questionnaire carefully designed to generate information on various aspects of a job. A job description states the overall purpose of the job being described, its responsibilities and its reporting relationship with other jobs. A well drawn-up job description should indicate opportunities to apply, demonstrate and improve specific skills and career advancement. Each description pictures a job sufficiently different from others to warrant giving the job a title of its own. A well-prepared job description can be a practical and a very useful instrument in the hands of the management of any business organization in making decisions on the best candidates to fill a vacancy.

The second major step is the development of the **job specification**. While job description talks about the job that is to be done; job specification talks about the requirements for doing the job. With the job properly defined, it becomes relatively easy to set out the attributes of the ideal man that will be able to do the job. By attributes, we are referring to the skills, experiences, qualifications (academic and professional) and such other personality characteristics that may qualify a man for the job.

The third major step in the recruitment process involves the task of **reaching out to all those individuals**, who are likely to possess the combinations of attributes and qualities specified for a job. Three different ways of doing this are discussed below:

- i) **File Search.** This is a method often used by professional recruitment agencies and large organizations who maintain a data base of individuals seeking employment. The method involves searching through a data base to

identify individuals who meet the requirements of the jobs to be filled. Individuals so identified are then contacted to check their interest in being considered for the vacancy to be filled.

- ii) **Head-hunting.** This method involves making direct enquiries about individuals holding similar jobs in other organization, or those with some track record of achievement in areas relevant to the position to be filled. Such individuals are then contacted to discuss their willingness to be considered for appointment into the vacant position. This is a very delicate task which requires utmost tact and considerable expertise. It is a method which also demands a deep knowledge of the labour market and of the key players in business and commerce. Its success depends to a large extent on the state of development of telecommunication in a country. This is one reason why this method is not commonly used in Nigeria.
- iii) **Vacancy Advertisement.** This method involves the preparation of an advertisement and its publication in the media, especially the print media. This is by far the most popular (and the most abused) method in Nigeria. Vacancy advertisement should contain information relating to the job in the form of an abridged job description. The overall purpose of the job, its title and the tasks, that, the would-be incumbent, will be expected to perform must be clearly stated. Similarly, the advertisement should clearly specify the educational qualifications, experience, personal attributes and skill requirements for the job. Whether or not the identity of the employing organization is disclosed in the advert, it must be borne in mind that a vacancy advert (its layout, wording and presentation) reflects the corporate image of the employing organization. Discerning applicants or those already well placed in their present positions would be very reluctant to respond to an advertisement that is poorly written, crowded or poorly presented.

General Sources of Recruitment

1. Opportunity from within the organization.
2. Higher Institution, Colleges, and Universities
3. Previous employees who may want to return to their jobs.
4. Waitlisted employees.
5. Employment agencies.
6. Social organizations like unions, etc.
7. Relatives and friends of the organization both former and present staff.
8. Professional and recruitment firms.

However as earlier observed, recruitment is tainted by the concept of sons and daughters of the soil, godfatherism, personal and other related influences including Management attitude. Recruitment not based on merit should be avoided if corporate objectives of the organizations are to be achieved.

Short-Listing of Applicants

After all applications have been received, the skillful task of short-listing for interview or aptitude test begins. Short-listing involves examining all the applications that were received with a view to sieving out those applications that meet the stipulated requirements in terms of experience, qualifications, etc. A combination of factors is usually responsible for whether the short-listed applicants sit for aptitude test or go for the preliminary interview.

These factors include the policy of the company in question, the number of *prima facie* qualified candidates and grade of the position in the Management structure of the company. For example, many American oriented companies operating in Nigeria, favour the use of aptitude tests for all their applicants irrespective of the grade of the vacant position to which they have applied.

Selection Process

When the short-listing is completed, candidates that are *prima facie* qualified, will be invited for the preliminary interview or aptitude test. These candidates will be invited with a letter that will detail out the venue, time and date of the interview or aptitude test. Furthermore, the letter is expect to tell them what they are to bring along with them to the interview or aptitude test. In some cases, candidates are advised to bring the originals of their certificates, calculators and writing materials in case of an aptitude test.

Where tests are used, it is important that the tests be administered to determine just how good a candidate is and what special abilities he has to offer rather than trick candidates into making mistakes. It follows, therefore, that there must be clear instructions and examples to ensure that candidates understand what is demanded of them.

It is a normal practice for organizations to send their personal details forms along with their letters of interview to candidates. These forms normally elicit information on candidates, personal circumstances, educational and career histories, present remuneration packages and expected remuneration packages.

Interviews

An interview is a conversation with a purpose and the purpose may be to get information, to give information and to make a friend:- (Bingham, 1941).

Employee selection as a personal function could be realized through various methods. Interview method is one of the methods in selection. Organizations cannot do without proper interview.

George, Strauss and Sayles (1977), wrote that an interview is a selection technique which enables the employer to view the total individual and directly appraise him and his behaviour. It is a method by which an idea about an applicant's personality (including his intelligence, breadth of interests, and general attitudes towards life) can be obtained by a face-to-face contact.

Scot, Clothier (1977), defines interview as a deliberate, active listening with a purpose to draw the other person out, to discover what he really wants to say, and to give a chance to express himself freely. It is a purposeful exchange of ideas, the answering of questions and communication between two or more persons.

Some organizations require candidates to send in their completed personal details forms before the interview date. This is to enable the interviewers determine areas where they would like to probe into well in advance. Information provided on the completed personal details forms, when combined with the insight obtained during the preliminary interview, normally provides valuable hints and major leads about the candidates for follow-up during subsequent interviews.

Selection interviews call for objectivity, honesty, familiarity with the company's profile (in terms of its products, markets and internal configuration) and communication and interpersonal skills on the part of the interviewer(s). Interviews also require a great deal of preparations and planning if it is to achieve its purpose.

It is important that the candidates get their letters of interview well in advance to enable them prepare adequately for the interview. Similarly, arrangements should be made for private, comfortable and interruption-free venues. The candidates should be put at ease and a situation of mutual trust should be developed.

The whole purpose of selection interview is to evaluate the candidates. This is very crucial in the whole staffing process. Except that stage is well handled the organization may end up making the wrong choice and this could be very expensive.

The interviewer(s) should be able to put forward to the candidate a clear and honest picture of the job to be filled, the employing organization's profile and what the company expects from its employees. In doing this, the interviewer(s) should ask fact-finding questions, clarify issues, interpret body language and listen attentively and emphatically. The interviewee should be allowed to do more of the talking with the interviewer(s) only observing, clarifying issues and jotting down only salient information that are significant. The interviewee should be given the opportunity to clarify his beliefs, apprehensions and feelings about the job and organization. At the end of this stage, suitability of the candidate for the job and the potential advantage that the combination of the job and candidate can bring to the organization would have been ascertained. At a very senior level, the 'fit' of a senior executive into the management team can be as important as a person's technical qualification and experience.

When an interview is over, an interviewer's task is still unfinished. The interviewer should write up notes or give a summary of each interview immediately after the interview while his memory of the exercise is still fresh. To wait for too long is to forget certain salient points that need to be included in the report on the candidates. Notes on candidates are crucial because they form an important part of a case record which must be reviewed before another chat with the other candidates or offer made by the organization.

Depending on the plan, there might be need for a final interview which, apart from other things, is basically to talk about the remuneration package. Both parties make their offers which are negotiated. There are number of factors that affect the issue of remuneration. These are job evaluation, bargaining power, ability to pay, etc. At this stage, the number of candidates would have been reduced to between two or three for each vacant position. Based on the above-mentioned factors and a variety of others such as performance in tests, interviews, health checks and references given, the organization makes an offer to the preferred candidate. It is equally important that candidates that cannot be accepted for whatever reason be written to, thanking them for their interest in the organization. This decision should be communicated to them clearly and tactfully. It is better to reject an applicant promptly than to allow the rejected candidate to realize gradually why no word from the company has been received.

One of the things interviewers should strive to ascertain is the career goals and expectations of the applicants. Another important fact to check is the work orientation of the applicants. These should be weighed against information available

to the interviewer regarding the characteristics of the job on offer as well as the opportunities which the job presents. Where the possibility of matching the candidate's work orientation with what the job offers is very remote, caution should be exercised in employing the candidates whatever his performance on the other tests.

Problem areas in interviews in Nigeria.

Three aspects of job interviews which are usually not properly handle in Nigeria deserve special mention. The first aspect is the design of the **personal details forms**. Some personal details forms we have come across in the course of consultancy assignments are poorly designed, too lengthy or ask too many irrelevant or redundant questions. Some very good candidates may opt out of a recruitment process, if they are faced with filling pages upon pages of forms prior to interview. Our advice is that the personal details forms should be well designed, ask only the most basic and relevant questions and must be short and easy to complete.

The second aspect is the **scheduling of interviews**. Many organizations in Nigeria make candidates for interviews wait long hours before they are finally attended to. Except in the recruitment of junior staff or some very low grade of senior staff, it will be most inappropriate to make candidates waste their time waiting for hours to be called in for an interview. Such candidates may form impressions of poor time management on the part of the organization. Related to this is the practice of giving the same start time to all candidates thereby making all of them congregate somewhere to be called in one by one. Not only is this practice capable of lowering the self-esteem of candidates, it could breach the confidentiality which should attend the candidates attempt to change their jobs. It is not unlikely for two individuals who have some working relationship in their present job to meet at such interview forum. This could cause considerable embarrassment to the candidates concerned. Our advice is that interview schedule should be staggered. Efforts should be made to ensure that the candidate's time is not wasted nor are candidates made to meet and interact while waiting for the interview, except the meeting is part of the selection process.

A third area of concern is the **treatment meted out to candidates** at interviews. Interviewers should make deliberate effort to ensure the comfort of candidates invited for interview. For instance, it would be most inconsiderate to invite candidates for an interview which would entail staying for a whole day without making arrangement to provide them lunch. It is not uncommon to see interviewers break for lunch or be served refreshment without any thought for the candidates

invited. Some aspects of this poor treatment emanate from an outdated philosophy which presupposes that the organization is doing the candidates a favour for considering them for appointment. Today, we all know that the selection process is a transaction from which both parties involved stand to benefit if they reach an accord.

A fourth aspect is the handling of the recruitment selection and placement process itself. In some organizations, the stages of this process are so complicated and drawn out that they easily induce what may be called "candidate fatigue". While it is absolutely essential to be thorough and systematic in the recruitment process, the process should not be pushed too far. A complicated process and one that is unduly drawn out could give wrong signals to the candidates regarding the efficacy of the decision-making process in the organization. This could easily scare away otherwise good candidates.

Job Placement.

The next decisive step in recruitment is job placement, which involves matching the new employee (i.e. his qualities) with the job. Here for the first time, the new employee is exposed to the requirements, context and content of the job. We should note, however, that it is not easy to match all these factors for a new associate who is still in many ways unknown. For the above reason, the first placement usually carries with it the status of probationer. In fact, both parties, that is, the new employee and company are on trial.

Orientation and Induction.

Going side by side with placement is orientation and induction programme. We should note that orientation is a continuing activity and not a step as such. The unique aim of orientation (as a responsibility for one's supervisor and work associates) is to help a new employee with what he or she needs to know about the new work unit, new job requirements and the relationship of the job to be performed to the objectives of the organization as a whole. The main objective of orientation is to enable the new employee to quickly settle down and feel at home. The new employee is specifically given accurate and useful information about his department; the whole organization and then personnel policies that affects him as well as other employees. The way the orientation is handled is very important because initial impressions and information count heavily in the new employee's attitude toward the job and the organization altogether.

Famularo (1978) gave a checklist of supervisor's orientation steps as including:

- I. Words of welcome

2. Explain over-all department organization and its relationship to other activities of the company.
3. Explain employees individual contribution to the objectives of the department and his starting assignment in broad terms.
4. Discuss job content with employee and give him a copy of job description, if available.
5. Explain departmental training programmes and salary increase, practices and procedures.
6. Discuss where the employee lives and transportation facilities.
7. Explain working conditions like hours of work, use of employee entrance and exit, lunch hours, coffee break, personal telephone calls and mail, overtime policy and requirements, pay days and procedure for being paid, lockers, others like safety habits and security regulations.
8. Requirement for continuance of employment and to explain company standards as to performance of duties, attendance and punctuality, handling confidential information, behaviour, general appearance and wearing a uniform.
9. Introduce new staff member to manager(s) and other supervisors. Special attention should be paid to the person to whom the new employee will be assigned.
10. Release employee to immediate supervisor who will introduce new staff member to fellow workers, familiarise the employee with his work place.

Conclusion

In this chapter, attention was drawn to the need to probe deep and ascertain that the right caliber of employees are hired and recruited to fill vacancies in organizations.

A wrong man on the wrong job would retard the progress and development of both the individual and the organization. However, the right man or woman on the right job would enhance individual and organizational development. Unless and until management stops hiring bad habits, individual and organizational development would become more and more frustrating.....(Adeyeye, 2005).

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